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# UNDP global programme, 2005-2007*

*Summary*

In tandem with the regional and country programmes, the primary objective of the global programme, 2005-2007, is to support programme countries in achieving the Millennium Development Goals (MDGs) and make the principles enshrined in the Millennium Declaration a reality. Four priority areas outlined in the multi-year funding framework, 2004-2007, make up the substantive core of the programme: (a) achieving the MDGs and reducing human poverty; (b) fostering democratic governance; (c) managing energy and environment for sustainable development; and (d) responding to HIV/AIDS. Global programme initiatives will aim to accelerate progress towards the MDGs through policy support services, global learning, and knowledge management and capacity development.

*Elements of a decision*

The Executive Board may wish to adopt the global programme as set forth in the present document.

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* The collection of data required to present the Executive Board with the most current information has delayed submission of the present document.

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## Acronyms

| | |
|---|---|
| 30 Anchor Institutions | Thirty local institutions under the Urban Management Programme |
| ABA | American Bar Association |
| Arab IPU | Arab Inter-Parliamentary Union |
| Article 19 | Article 19 (London based non-profit organization on freedom of information) |
| BMZ Trust Fund | German Federal Ministry of Development Cooperation |
| CBD | Convention on Biodiversity |
| CDG | Capacity Development Group |
| CDM | Clean Development Mechanism |
| CFA | Conservation Finance Alliance |
| CMI | Christian Michelsen Institute |
| CPA | Commonwealth Parliamentary association |
| CSD | Commission on Sustainable Development |
| CWI | Community Water Initiative |
| Danida | Danish International Development Agency |
| DFID | Department for International Development |
| ESMAP | Energy Sector Management Assistance Programme |
| HRBA | Human rights based approach |
| IDRC | International Development Research Centre |
| IFE | Instituto Federal Electoral |
| IFES | Institute for Electoral Studies |
| IHE | UNESCO Institute for Water Education |
| IIDEA | International Institute for Democracy and Electoral Assistance |
| IIED | International Institute for Environment and Development |
| IPU | Inter Parliamentary Union |
| IUCN | World Conservation Union |
| IWRM | Integrated Water Resource Management |
| JWID | Japan Women in Development Fund |
| LPG | Liquefied petroleum gas |
| MEA | Multi-lateral environmental agreements |
| MLFS | Multilateral funds |
| NDI | National democratic institute for International Affairs |
| OCDP | Organization for Crime and Drug Prevention at United Nations Vienna |
| ODS | Ozone depleting substances |
| SADC | Southern Africa Development Cooperation |
| SAICMIA | Strategic Approach to International Chemicals Management International Agreements |
| SDS | Swiss Development Service |
| SIDA | Swedish International Development Agency |
| SSR | Security sector reform |
| SUNY | State University of New York |
| TNC | The Nature Conservancy |
| TVE | Television Trust for the Environment |
| UNDPA-EAD | Department for Political Affairs, Electoral Assistant Division |
| UNCAC | United Nations Convention Against Corruption |
| UNCCD | United Nations Convention to Combat Desertification |
| UNDESA | United Nations Department of Economic and Social Affairs |
| UNF | United Nations Foundation |
| UNOHCHR | United Nations Office of the High Commission for Human Rights |
| UNSD | United Nations Statistics Division |
| WBCSD | World Business Council for Sustainable Development |
| WLPGA | World Liquefied Petroleum Gas Association |
| WRI | World Resources Institute |

# I. Background to the global programme: the Millennium Declaration and the multi-year funding framework

1. The context for the global programme, 2005-2007, is the firm commitment of the United Nations and the international community to the principles of the Millennium Declaration and the realization of the Millennium Development Goals (MDGs). The Declaration and the MDGs comprise the UNDP agenda for accelerating human development, as confirmed by Executive Board decision 2003/8.

2. The second multi-year funding framework (MYFF), 2004-2007, (DP/2003/32) endorsed by the Executive Board in its decision 2003/24, is the programme framework for UNDP work at the global, regional and country levels. The MYFF comprises five core goals: (a) achieving the MDGs and reducing human poverty; (b) fostering democratic governance; (c) managing energy and environment for sustainable development; (d) supporting crisis prevention and recovery; and (e) responding to HIV/AIDS.

3. Goal 4 on crisis prevention and recovery is funded separately. The global programme will fund global initiatives in support of the other four goals and corresponding 24 service lines outlined in document DP/2003/32.

4. The principles and delivery approaches of the global programme will align with the drivers of development effectiveness defined by the MYFF.

# II. Lessons learned from previous global programmes

5. The first and second global cooperation frameworks (GCF-I and II) were comprehensively evaluated. As a result of these evaluations and Executive Board discussions, the following five sets of lessons have informed the development of this global programme.

6. *Build on previous achievements in global policy, advocacy, knowledge generation and sharing, and partnerships*. The evaluation of GCF-II (DP/2004/41) found that the programme had assisted the UNDP transformation into a more effective globally networked, knowledge-based organization. Policy support capacity had been decentralized to the subregional resource facilities (SURFs) and the country level; the global knowledge networks had built communities of practice and developed knowledge products. The evaluation also found positive results in the service lines, including country monitoring of the MDGs; strengthening local environmental governance; providing access to rural energy services; a range of democratic governance initiatives, and multi-sector leadership responses to address the HIV/AIDS epidemic. There were notable achievements in support of gender mainstreaming and information and communications technology for development (ICTD). The GCF-II evaluation found that significant partnerships had been forged in these areas, contributing to the development of knowledge products, the cross-fertilization of ideas and experiences, and influencing development partner dialogue.

7. *Simplify and consolidate*. The evaluation found that GCF-II lacked a cohesive framework and needed more focus. It was recommended that the global programme

be framed by the MYFF, using the MDGs as the 'organizing principle', and more specific on what is 'global' in terms of product and support.

8. *Develop knowledge services.* The global programme should support the continuing transformation of UNDP into a knowledge-sharing, globally networked development organization. More effort should be applied to fostering a culture of learning. UNDP, however, should not be overwhelmed by an excessive number of knowledge products and services.

9. *Reflect country needs for policy advisory services.* UNDP should continue to provide policy advisory services in its areas of expertise, and the type and timing of such services should be defined by country-specific need. Policy advisors should therefore be managed more strategically in support of programme countries.

10. *Strengthen management and oversight.* The evaluation argued that the chief weakness of GCF-II lay in overall programme management, noting that a major reorganization of the Bureau for Development Policy during GCF-II had been a source of problems in this area. The evaluation recommended that the future global programme be subject to clear agreement on strategic directions, stronger oversight and better performance monitoring. To improve accountability, the evaluation recommended stronger links among expected results, decision-making authorities, requisite resources, and monitoring and reporting mechanisms.

11. As documented in the management response to the evaluation of GCF-II (DP/2004/42), UNDP has responded positively to all of the above recommendations and has taken them fully into account in developing this global programme.

## III. Value added of the global programme

12. The MYFF, 2004-2007, will be implemented using the resources of UNDP country programmes, five regional programmes and global programme. Each programme brings value-added at its level and plays a particular, supportive role towards the overall contribution of the organization to development effectiveness.

13. There are some development problems that, while manifest at the country level, are best addressed through actions at the global level. Although small in terms of UNDP overall budget, the global programme is the only source of funding for such activities.

### Why a global programme is necessary

14. *Tackling issues whose root causes or likely solutions are larger in scope than can be encompassed by individual countries or regions.* Actions taken at the national level can have only limited effect on issues rooted in international systems or processes, such as trade, debt and development financing; international agreements, such as the MDGs or environmental conventions; or other global phenomena, such as climate change. Influencing the global debate is vital. Through the global programme, UNDP is able to champion positions and facilitate the participation of its core constituency – programme countries – in global fora. The global programme is one of the organization's chief mechanisms for helping programme countries to translate international agreements into their national

development plans, for instance, by assisting in the development of MDG-focused poverty reduction strategy papers (PRSPs).

15. *Promoting innovation to address common problems.* Programme countries are understandably reluctant to risk their scarce national resources on experimental approaches. Yet clearly there is a need to test promising new ways of working and, if they are successful, to make them known to other countries where they might be useful. The global programme is ideally suited to provide such support to country offices so that they can pilot innovative development approaches and incorporate successful practices into mainstream programming.

16. *Deepening substantive capacity and the resource base to address development goals.* UNDP must be prepared to respond quickly and knowledgeably to programme country needs in all MYFF areas. This is often not feasible or is constrained by a lack of depth if limited to country level resources alone. The global programme provides the only mechanism within UNDP through which to develop and disseminate globally relevant knowledge products and tools; nurture global communities of practice; maintain active links with leading experts worldwide; and remain abreast of evolving global debates. The global programme is the mechanism for supporting global thematic centres in poverty, governance and drylands, which focus on producing high quality applied research and tools, and bringing coherence and support to the regional centres in responding to national level requests.

17. *Linking UNDP policy and programming on the ground with overall corporate priorities.* The global programme provides the main vehicle to systematically promote UNDP-wide 'signature' approaches to addressing MYFF goals throughout global, regional and country programmes. The new regional service centres will become an important mechanism for linking these three levels of engagement through the global programme. They will work to integrate corporate aims and interests within regional and country programmes while at the same time drawing out the lessons of these programmes in order to refine the UNDP corporate vision, goals and priorities. The global programme offers a tool for translating the many promising ideas and recommendations – developed by the Human Development Report Office, national human development reports (NHDRs) and MDG reports, the Office of Development Studies and the Bureau for Development Policy and partner organizations – into practical 'how-to' approaches and methodologies for support, as and where relevant, at national and regional levels.

18. *Addressing culturally or politically sensitive questions.* As a champion of human development, UNDP has an obligation to encourage the promotion of human rights, freedom, equality, transparency and democracy. The support of UNDP and others in the international community is invaluable to national leaders seeking to promote positive change in their countries. But it is sometimes difficult for country offices to provide advocacy and policy advice or direct target for resource assignment from the core (TRAC) funding to support sensitive issues. A global programme that builds capacity, forges partnerships, raises awareness and promotes knowledge-sharing can be an effective entry point for addressing such issues, and providing a platform for common ideas and questions and the sharing of practical experiences and solutions.

19. *Promoting South-South cooperation and interregional knowledge sharing.* The organization's greatest resource is its forty years' experience in 166 countries. The regional programmes foster exchange and learning among countries within regions, but only the global programme supports efforts to scan the globe for good practices

and facilitate knowledge sharing among regions. Such a mechanism is necessary for ensuring that lessons learned in successfully addressing HIV/AIDS in one country can be brought to bear in another.

20. *Forging international coalitions for action and change*. Strategic partnerships at the international level are critical because of the many ways in which powerful coalitions can influence the global agenda and help to shape the overall policy environment in which developing countries must operate. The global programme is the only mechanism through which UNDP can support alliances among programme countries, non-governmental organizations (NGOs), private sector firms, United Nations organizations, international financial institutions or bilateral donors and the organization as a whole. Such a role will be critical in preparations for the five-year review of the Millennium Summit during the General Assembly Major Event in September 2005 and its follow-up.

21. *Responding to new global imperatives*. It is impossible to predict with absolute certainty the substantive capacity needs of the organization over the next three years in relation to new areas of potential engagement. New challenges and opportunities will emerge in ways and places that are currently difficult to define. The organization must have in place a global mechanism to respond in an immediate, effective manner to development challenges that may affect multiple countries across regions. It is vital to reserve a small proportion of global programme funds to respond to such challenges and answer unexpected but critical requests as they arise.

# IV. Approaches to delivering the global programme

## A. The principles

22. The MYFF development drivers provide the principles by which to frame the qualitative contribution of UNDP programming efforts at all levels.

*Promotion of gender equality*

23. The MDGs are not attainable without addressing gender equality and women's empowerment in all eight goals. The organization's commitment to advancing gender equality and women's empowerment is a key driver in all service lines. Gender issues will be fully integrated into programming, rather than treated separately. The programme will support the implementation of the new corporate strategy and action plan for gender mainstreaming and develop capacities, methodologies and knowledge products for effective integration of gender perspectives in policies and programmes. MDG 3 on gender has one target – to eliminate gender disparity in primary and secondary education by 2005 and at all levels by 2015 – and four indicators. Equal access to education is a necessary but insufficient step towards women's empowerment and their full participation in political and economic development. Much more is needed, including equal rights to land and property, equal access to employment, equal representation in decision-making and protection from violence and discrimination against women and girls.

24. The global programme will support UNDP efforts to mainstream gender throughout the practice areas. Identifying gender gaps through the use of gender-

disaggregated data, developing strategies to close those gaps, by supporting affirmative action measures where necessary, setting gender-specific goals and targets, funnelling resources into implementing the strategies, and monitoring and measuring results will be part of every initiative funded through the global programme. To ensure that adequate prominence is given to gender concerns, clear benchmarks will be established for the global programme in line with the new corporate scorecard on gender mainstreaming.

*Partnerships and South-South cooperation*

25. Strategic partnerships will be a focus in each of the four priority areas of the global programme. Special efforts will be made to expand partnerships with the United Nations by widening participation in knowledge management programmes and promoting inter-agency collaboration, such as in the Human Rights Strengthening Programme (HURIST) and the deployment of DevInfo pioneered by the United Nations Children's Fund (UNICEF).

26. UNDP will broaden and strengthen its international partnerships with a wide range of non-United Nations actors: donor countries, civil society organizations, international financial institutions, regional development banks and the private sector. UNDP will seek out opportunities to facilitate roles for the private sector in helping countries to realize the MDGs. Civil society partnerships will be an important part of enhancing capacity to meet the goals.

27. UNDP will also foster more South-South cooperation through the global programme. Global knowledge management systems will connect with more institutions of excellence in the South and facilitate transfer of expertise and experience among programme countries and regional organizations.

*Capacity, ownership and enabling environment*

28. Development effectiveness is primarily a function of national capacity. All countries require skilled human resources to formulate a development agenda; strong institutions to implement and administer it; and a level of social cohesion that allows optimal interplay between individuals and institutions. UNDP is well positioned to leverage its established local presence and development experience to create an enabling policy and development environment in programme countries that combine these three elements to address development challenges. It will ensure that developing countries take primary responsibility and ownership for their development agendas within the context of their national priorities, processes and systems.

## B. The means

29. Taking the MDGs as its overarching objective and the MYFF as its prioritizing framework, the global programme 2005-2007 will use the following means to provide its contribution: policy support services; global learning and knowledge management; and capacity development products and services.

*Policy support services*

30. The global programme will provide for quality policy advisory services, strong global analysis and advocacy, the compilation of country level lessons and translation of global commitments and negotiations into country level products and vice versa. It would contribute to the production of and feedback on knowledge products (including analytical and policy-oriented studies, practice notes and human development viewpoints, good practice case studies, and tool kits), as well as experience sharing and supporting country level capacity development in areas of policy formulation and review, practices and diagnostics.

*Global learning and knowledge management*

31. The global programme will facilitate global learning and kn\ ledge networks, made up of development practitioners from UNDP, th^ United Nations system and partners throughout the world, functioning at local, national, regional and international levels. It provides a space for the exchange of ideas, information and debates on human development, and options to address practical development challenges. Knowledge management requires facilitation and regular updating of web sites, workspaces, expert rosters and other information sources, as well as feedback to and review of participants' input. This gives increasing depth to a growing body of knowledge and knowledge services provided by UNDP to programme countries for their use in national, regional and global fora, and informs development partner dialogue and negotiations. Policy advisors located in regional service centres and global knowledge network facilitators would contribute to this process. In addition, the role of the International Poverty Centre in Brasilia, the Governance Centre in Oslo and the Nairobi Centre on Drylands is to generate quality ideas that form the basis of knowledge products that can be scaled up.

*Capacity development products and services*

32. Capacity development focuses on getting the fundamentals right and building a firm foundation to deliver on development policy and services. While the MDGs call for renewed financial investments, capacity development calls for applications that embed the rules of doing business in issues of national ownership, accountability and decision-making, an equitable distribution of gains at country and global levels, longer term and predictable resource commitments and partnerships, and a focus on sustainable results. The global programme focus is to prioritize support for capacity development in programme countries so that they can plan and manage better, and deliver resources from domestic and international sources for development.

33. Capacity constraints in the short/long term can be a significant stumbling block to achieving the MDGs in many countries, particularly in the least developed countries (LDCs). Improving the capacity to deliver on the MDGs across sectors, service areas and types of settings provides the reason for refocusing development policy, programme effort and resources.

# V. How the global programme addresses the MYFF goals

**Priority goal 1. Achieving the MDGs and reducing human poverty**

34. Under this goal, the global focus will be on scaling up anti-poverty efforts to help countries to achieve the MDGs, in particular MDGs 1 (poverty), 3 (gender equality) and 8 (global partnerships for debt, trade and aid).

*Supporting the national policy and strategies to reach the MDGs*

35. The global programme will facilitate the design and implementation of several major programmes on pro-poor policy, in cooperation with key United Nations partners, including UNICEF, the International Labour Organization (ILO) and the United Nations Conference on Trade and Development (UNCTAD). These programmes will encompass the use of domestic resources, the scaling up of public investment and employment targeting, the development of trade policies and debt relief. The global programme will organize training and workshops, and support institutions, policy units in government and other relevant stakeholders in poverty monitoring. The global programme will work with the United Nations Capital Development Fund (UNCDF) on expanding inclusive financial sectors that serve the poor.

36. It will support the production of more than 70 new MDG country reports with regional and country partners by undertaking statistical literacy programmes (with UNICEF) to measure and monitor progress towards achieving the MDGs. The global programme will help to develop methodologies in MDG costing (with the Millennium Project), using a broader perspective of financing for development to guide countries in the development of financial targets in national budgets and development plans. Special attention will be given to gender disaggregated data and impact analysis methodologies and assessments introduced as an essential element of local planning, budgeting and service delivery. The *Human Development Report* and the NHDRs will be supported to provide independent analysis and policy recommendations.

37. Other areas of support to fostering a long-term vision and strategic development for the MDGs include: visioning and strategy exercises involving all stakeholders; harmonization of strategic national frameworks, including the PRSPs, through integrated planning for the MDGs; and international negotiations and incorporation of international commitments into domestic plans/legislation.

*Trade and globalization*

38. The global programme will help countries to benefit more from globalization by taking fuller advantage of trade, aid, debt reduction and investment opportunities. The organization's engagement in trade will involve helping developing countries to prepare for negotiations, supporting efforts to enhance their competitiveness and capacity building for trade through the removal of supply-side constraints.

*Public resource management for the MDGs.*

39. The global programme will support efforts to assess policies and good practices across countries, specifically for: (a) public finance management (including domestic resources) and debt management; and (b) national coordinating mechanisms for aid modalities (direct budget support, sector-wide approaches, project support, advisory services) and aid management systems, including partnership agreements and independent monitoring/peer reviews.

*Public-private partnerships*

40. The role of the domestic private sector as an essential contributor to a country's growth and development is undisputed. However, the elements that enable its full emergence and full participation in the development process remain limited in many developing countries. Addressing this challenge from a capacity development perspective points to the starting point of collaboration between the state institutional framework and the private sector. UNDP was a sponsor of the Secretary-General's Commission of the Private Sector and Development, which in March 2004 published its main report "Unleashing Entrepreneurship: Making Business Work for the Poor". Based on its recommendations, UNDP will use the global programme to seek more actively opportunities to facilitate roles for the development and contribution of the international and domestic private sector in helping countries to realize the MDGs. Promising areas encompassed by the MYFF include public-private partnerships for service delivery, micro-finance, information and communications technology, e-governance and energy.

**Priority goal 2. Fostering democratic governance**

41. The democratic governance practice area aims at consolidating the global leadership role of UNDP in helping countries to promote democratic governance as a means towards accelerating human development and progress towards the MDGs. A key focus will be the strengthening of women's participation and representation in democratic governance.

*Policy support to national governance institutions*

42. The global programme will provide policy support to national governance institutions, including judicial, legislative and human rights bodies and civil society organizations, to strengthen their capacities for the implementation of the Millennium Declaration. In collaboration with the Oslo Centre for Governance and other partner learning and research institutions in the South and North, the global programme will support the design of policy products and the implementation of learning and skills training events for governance policy-makers and practitioners across regions to ensure that they benefit from South-South cooperation.

43. Attention will be given to the governance needs for crisis prevention, post-conflict recovery and consensus building to reduce the risk of recurring conflict and mitigate the impact on the poor and vulnerable groups.

*Local governance to deliver on the MDGs*

44. The achievement of the MDGs at the global and country levels will require meeting more locally defined development goals at the sub-national level. The global programme will support capacity development initiatives across countries, including the review of decentralization legislation and its implementation, through local level public administration reform and urban management; case studies on local level planning and independent monitoring systems built around participatory processes; diagnostic tools for capacity assessments of local governance and service delivery institutions; and advisory support for their capacity enhancement.

**Priority goal 3. Energy and environment**

45. These are areas of local and global action that must complement each other in very immediate and direct ways if countries are to realize the MDGs. They cover national, regional and global public 'goods and bads' that can be most effectively addressed through global programme efforts that bring these levels of knowledge, negotiation and commitments together.

*Policy support to the realization of MDG 7 and sustainable development*

46. The global programme will support the realization of MDG 7 (ensuring environmental sustainability), with special attention to addressing the MYFF service lines on supporting strategies for sustainable development;http://www.undp.org/energyandenvironment/index-fssd.html water governance; access to sustainable energy services; and sustainable land management. The global programme will help to improve capacities for vulnerability analysis, preparedness and response that will reduce the impact of environmental and natural disasters. Special attention will be paid to the role of women in managing and benefiting from environmental and energy resources.

47. The main focus will be on global activities that develop the capacity of programme countries in framing, participating in, and benefiting from global agreements, commitments and conventions, including the multilateral environmental agreements (MEAs) and international energy fora. The global programme will promote sustainable management of global public goods and shared resources (such as land, water, biodiversity and climate) to ensure that the costs and benefits of MEAs are shared more equitably among developed and developing countries.

48. The main products in this area will be diagnostic tools and analytical studies to enhance knowledge generation and sharing to develop policy options. It will focus on supporting the related capacities of developing countries to use such policy products to enhance their positions as full participants in global efforts related to energy and environment for poverty reduction and sustainable development. Key

opportunities for the application of such effective policy positions, analytical works and diagnostic tools include negotiations and discussions relating to the Commission on Sustainable Development, MEAs, the World Trade Organization and the MDG monitoring process.

*Fostering global partnerships for country results*

49. The emphasis here will be on the establishment and implementation of strategic global partnerships to promote catalytic action within the global development community to support more sustainable use and management of global energy and environmental resources. The global programme will be a complement to the larger environmental trust funds, the Global Environment Facility (GEF) and Montreal Protocol, to work on areas of global biodiversity management, climate change and persistent organic pollutants. Sharing of knowledge and best practices among UNDP, GEF and the Montreal Protocol at the global level will enhance support for country-level initiatives.

50. The effort will build on existing partnerships, such as the Poverty and Environment Initiative, the Community Water Initiative, the Equator Initiative, the Global Village Energy Partnership, and the Liquid Petroleum Gas Rural Energy Challenge. UNDP has taken the lead in developing these partnerships in response to global development debates prior to, during and following WSSD. The global programme will be strategically used to leverage a diverse set of global stakeholders – including in particular private sector interests – and to mobilize significant resources for the implementation of these partnerships, with the overall aim of expanding access to the global knowledge base and enhancing institutional capacity and development effectiveness at the country level.

**Priority goal 4: Responding to HIV/AIDS**

51. Under this priority goal, the global programme will focus on MDG 6 (halting and beginning to reverse the spread of HIV/AIDS by 2015) and the goals set at the United Nations General Assembly Special Session (UNGASS) on HIV/AIDS in 2001. The magnitude and severity of the epidemic call for an expansion and acceleration of global action to halt its spread.

*Capacity development for effective HIV/AIDS responses*

52. The global programme will implement and scale up programmes to strengthen national capacity and generate innovative responses to meet the scale and urgency of the epidemic. These initiatives will include the following: (a) development planning methodologies that help to address HIV/AIDS across sectors at national and sub-national levels (in collaboration with the Joint United Nations Programme on HIV/AIDS and co-sponsors, bilateral donors and other agencies); (b) leadership development programmes at individual, institutional and societal levels to respond to HIV/AIDS in a strategic and coordinated manner and generate breakthrough responses; (c) community capacity enhancement initiatives to support local-level responses to the epidemic that address community attitudes and practices, including

gender inequality and stigma and discrimination against people living with HIV/AIDS; and (d) arts and media initiatives to position HIV/AIDS as a development issue to break the silence surrounding HIV/AIDS, promote a deeper understanding of the epidemic and scale up national responses.

*Promoting partnerships for multi-sectoral action to reverse the epidemic*

53. The global programme will build partnerships across countries, regions and state and non-state actors to deepen the capacity to respond to HIV/AIDS. Particular attention will be given to providing a platform for voicing concerns of governments and civil society partners from the South in global fora, and supporting South-South knowledge-sharing through best practices. Upcoming international platforms for action include the International AIDS Conference in Toronto in 2006, the Global High-level Forum on Health, and the 2005 UNGASS Review.

54. In all partnership fora and networks, the global programme will facilitate dialogue and actions to address critical links between gender inequality and HIV/AIDS, and include civil society, communities, people living with HIV/AIDS, women and marginalized groups in this effort. Partnerships with United Nations organizations include a joint initiative with the United Nations Development Fund for Women (UNIFEM) on HIV/AIDS and Women's Property and Inheritance Rights and an initiative to introduce gender-sensitive budgeting into HIV/AIDS plans and programmes.

55. A key strategic initiative with South-based partners will develop national and regional capacity for adapting best practices in trade, health policy and patent laws for sustainable access to HIV/AIDS treatment. UNDP is also partnering with the Global Fund to Fight AIDS, Tuberculosis and Malaria (GFATM) to develop capacity for programme design and implementation. In 24 countries where UNDP is the GFATM principal recipient, capacity of national organizations will be developed to access GFATM resources and implement, track and monitor more effective national HIV/AIDS responses.

56. The global programme will generate and share a number of new knowledge products in the form of web sites and workspaces, policy guidance notes, technical papers, tools and methodologies, codification of best practices and expert rosters.

## VI. Management arrangements

57. The Bureau for Development Policy (BDP) will be responsible for the management of the global programme. Each of the main MYFF priority areas and their respective service lines will be the responsibility of a practice group in BDP. The work of these practice groups is supported by units working with them on cross-practice areas such as gender mainstreaming, South-South cooperation, knowledge management and capacity development.

*Further decentralization: UNDP as a three-tiered organization*

58. During the global programme period, UNDP will be in the process of establishing a network of regional service centres, which will absorb the functions of the SURFs and manage the corresponding regional programmes. These centres represent a significant step towards UNDP becoming – for the first time – a truly aligned and three-tiered organization with significant physical presence at the country, regional and global levels. Unlike the SURFs, the regional centres will no longer be outposts of BDP but joint ventures between BDP and the respective regional bureaux. Through the global programme, BDP will continue to fund and recruit a cadre of out-posted policy advisors at the regional level who will work in close collaboration as part of one team with the global policy advisors. On a day-to-day basis, they will be supervised and deployed by the management of the regional centres, with the respective country offices providing strategic oversight through regional service centre boards. The result will be stronger, more coherent links among global, regional and country programmes, and more cohesive, comprehensive policy support at all levels.

59. The regional centres will be the primary clientele for BDP outputs in the areas of knowledge sharing. A major focus of BDP work will be to support and backstop the regional centres in: generating and sharing global knowledge products; developing accessible practice workspaces, and populating them with materials generated by the regional centres; and encouraging interregional sharing of good practices and expert rosters.

*Monitoring, oversight and reporting*

60. Major initiatives were taken in 2004 to strengthen oversight, accountability and monitoring, as recommended in the GCF-II evaluation. BDP is strengthening and formalizing its mechanisms of consultation and substantive oversight. The UNDP Executive Team will act as an internal advisory body to BDP on the direction and management of the global programme at twice yearly meetings. The global programme Advisory Board, a body of external experts that will advise UNDP on the strategic direction of the global programme, is also being reconstituted. It will meet annually.

61. BDP has fully aligned its programming and reporting frameworks with the new MYFF. More systematic consultations are being held with regional bureaux, regional centres and country offices on programme content. Each of the practice groups in BDP is undertaking rigorous annual work planning; the group plans, which include specific budgets, outputs and delivery dates, will generate comprehensive annual reports. In addition, individual projects funded under the global programme will be developed in consultation not only with the SURFs and regional centres but also with the regional bureaux, the Bureau for Crisis Prevention and Recovery and the Bureau for Resources and Strategic Partnerships. A joint mechanism for appraisal and monitoring such projects will also be established. These efforts will generate annual implementation plans that will facilitate overall accountability and regular monitoring and reporting to the Executive Board.

62. To strengthen gender mainstreaming and encourage focus on gender in the MYFF goals, the gender team has moved to the Office of the Assistant Administrator and Director, BDP. The intention is to encourage a strong gender component in all activities supported by the global programme to be reported on at the end of each year. Gender mainstreaming and the identification and development

of strategic opportunities and initiatives to promote the advancement of women will be a standing agenda item at regular meetings of BDP management. The partnership with UNIFEM is also being strengthened.

63. Similarly, BDP manages the UNDP corporate knowledge management strategy and provides support for its implementation, including networks and knowledge content. The Capacity Development Group focuses on developing a core set of products and services to mainstream capacity development in the practice areas and in UNDP operational policies and procedures. The Capacity Development Group, through Capacity 2015 advisors in each region, supports country offices and regional centres in integrated approaches and capacity development.

*Programme and funds management*

64. The major steps taken include the following:

(a) A comprehensive programme and financial audit is being conducted to inform decisions on how to consolidate and manage the thematic trust funds and global projects to help align country and regional programming behind corporate priorities.

(b) A well-staffed Programme Support Unit is being established in order, inter alia, to maintain daily financial oversight of the global programme and produce regular progress reports. The use of the new Enterprise Resource System (Atlas) system will greatly facilitate these functions.

**Resource allocations for the global programme, 2005-2007**

*(In millions of United States dollars)*

| Programme category | Core resources | Non-core resources | Grand total |
|---|---|---|---|
| 1. Policy support services [a] | 48.000 | | 48.0 |
| 2. Global programme | 31.564 | 189.26 | 220.824 |
| 3. Strategic reserve (unprogrammed) | 5.148 | | 5.148 |
| **Total** | **84.712**[b] | 189.26 | 273.972 |

[a] Including field-based policy specialists
[b] Including a $22.612 million carryover from GCF-II

## Annex. Results and resources framework, 2005-2007 – Achieving the MDGs and reducing human poverty

| Outcomes | Outputs | Output targets | Partners | Indicative resources (United States dollars) | |
|---|---|---|---|---|---|
| | | | | Global programme | Other |
| Scaling up of local, regional and global anti-poverty efforts through promoting pro-poor policy reform to achieve MDG targets:<br><br>1. *Social mobilization and meaningful participation:* Building national capacity for monitoring human poverty and effective pro-poor policy formulation and assessment.<br><br>2. *Domestic resource mobilization efforts and absorptive capacity:* Policies for domestic resource mobilization programmes for achieving MDGs developed and integrated into national plans<br><br>*Indicators*:<br><br>Percentage of public resources going to pro-poor initiatives<br><br>Public investment for poverty initiatives as percentage of GDP | • Statistical literacy and MDG costing capacity enhanced among key stakeholders in 81 countries; active and strengthened regional and national civil society networks in MDG reports, policy formulation and poverty monitoring.<br>• Gender sensitive MDG indicators developed at the local and subregional level in five regions and 25 countries and their use promoted. MDG report assessments from the gender perspective in five regional and 30 national MDG reports.<br>• Alternative costing methodologies developed and tested in four regions and six countries. Aggressive advocacy tools for national debt policies consistent with MDG achievements; better aid alignment, simplification and harmonization strategies designed and implemented<br>• Pro-poor public investment policies for meeting MDG challenges formulated in three regions and 11 countries; pro-poor and human development trade policies and strategies to broaden participation and diversification in productive activities formulated in four regions and implemented in 32 country strategies and ICTD-based poverty reduction pilot programmes in three regions and 15 countries. Broad-based alternative employment strategies integrated into macroeconomic policy framework. | • Statistical literacy programmes held in partnership with UNICEF: nine subregional workshops and rolling out Devinfo in 27 countries a year.<br>• Global workshops: MDG costing (4).<br>• Regional and subregional workshops: MDG Monitoring (5); gender mainstreaming indicators; gender assessment in MDG reports in five regions and follow-up activities in 30 countries; civil society empowerment workshops and MDG report engagement in four regions and 40 countries. Nine peer and partner monitoring reviews.<br>• Reports: 70 new MDG reports and their messages used in advocacy and communication with different stakeholders.<br>• Practice notes/studies: five on pro-poor investment policies; two trade-related publications; two ICTD strategy papers. Concept/strategy papers on: infrastructure-poverty linkage; governance aspect of infrastructure completed; five on employment strategy; five country studies on making infrastructure work for the poor;<br>• Macroeconomic policy frameworks in three regions and implementation initiated in 18 countries; macro-level employment strategy development in progress in nine countries<br>• Export diversification and value addition programmes developed in 60 countries; debt sustainability indicators in 10 countries and debt negotiations with alternative policy frameworks initiated in six countries; domestic resource mobilization strategies in six countries; better aid alignment strategies designed and use by multi and bilateral donors in three regions.<br>• Targeted public sector capacity developed to address informal trade sector in 20 countries.<br>• Pilot ICTD programmes implemented and one regional initiative formulated.<br>• Support to the International Poverty Centre, Brasilia. | For MDG monitoring and reporting: Millennium Trust Fund, Millennium Project, UNICEF, National Statistical Office, Ministry of Planning, UNDESA, UNDG, NGOs/CSOs, DFID, National Training Institutions, country offices and UNSD.<br><br>For pro-policy reforms to achieve MDGs: Ministry of Finance, Central Bank, IMF, Ministry of Planning, WBCSD, UNCTAD, ILO, regional banks, NGOs/CSOs, private sector, Ministry of Labour and bilateral donors.<br><br>For globalization benefiting the poor: Ministry of Finance, Central Bank IMF, Ministry of Planning, WBCSD, regional banks, Ministry of Trade/Commerce, NGOs/CSOs, parliaments, UNCTAD, WTO, bilateral donors, UNDESA, OECD-DAC and United Nations agencies.<br><br>For gender mainstreaming: UNIFEM, JWID, bilateral donors, Ministry of Planning/Social Affairs, United Nations agencies and NGOs/CSOs.<br><br>For civil society empowerment: planning and social affairs ministries, bilateral donors, United Nations agencies and NGOs/CSOs.<br><br>For ICTD: communication and planning ministries, bilateral donors, United Nations agencies, private sector | | |
| | | | TOTAL | 8.514 million | 41.16 million |

## Results and resources framework, 2005-2007 – Democratic governance

| Outcomes | Outputs | Output targets | Partners | Indicative resources (United States dollars) | |
|---|---|---|---|---|---|
| | | | | Global programme | Other |
| Within the overall framework of the Millennium Declaration, existence of strengthened capable national governance capacities: (a) to take effective action to address democracy and good governance gaps; (b) to manage electoral processes resulting in increased fairness and reduced cost of elections; (c) with increased public women representation; (d) with enhanced oversight, legislative and representational capacities of parliaments; (e) to implement reforms in the fields of security, access to justice and HRBA; (f) to plan and monitor achievement of MDGs; and (g) to apply policies for public administrative reforms, including the use of ICT.<br><br>*Outcome indicator*:<br>National reforms supported in 90 countries covering major aspects of democratic governance/Millennium Declaration policy dialogue.<br><br>*Baselines*:<br>Millennium Declaration is not used currently as a general framework; use of knowledge management tools ad hoc; democracy promotion is bilateral and not regionally based; self-management of electoral processes uneven and flawed; lower level of women participation worldwide; no codification of knowledge on political parties; ministers of parliament do not have fluid relationships with constituents and do not propose/amend legislation; SSR policy advice unsystematic; HRBA at initial stages; slow general progress in e-governance and restrictive access to information; Transparency International percentage index shows low level of advocacy and capacities. | • Several resource centres funded by global programme continue to providing high-level advisory services in good governance and deepening democracy.<br>• Increased opportunities and tools for women's participation and representation.<br>• Democratic governance workspace: established, populated, storing and compiling codified accessible knowledge tools, and used widely. Advisory functions aligned and strengthened.<br>• UNDP strategically positioned and supports, promotes and provides high-quality policy guidance in global democracy, ATI, e-governance and access to information/access to justice and SSR.<br>• Huritalk Network access to United Nations ensured, enabling HRBA advocacy by country teams.<br>• Methodology of City Consultations, based on global learning, implemented in 30 cities in four regions and social agendas integrated in reform programmes.<br>• Public administration reform?? PAR primers and completed PAR innovations. | • 300 advisory opinions submitted to 90 clients (baseline 150).<br>• 2 500 documents available on the workspace (baseline 1 000).<br>• 1 000 experts in roster (baseline 200).<br>• 15 policy support actions and nine knowledge products delivered.<br>• Codified development work with political parties.<br>• Reduction of elections cost in 20 countries.<br>• Women's electoral participation in 15 LDCs.<br>• Support of and presence at five major global democracy events (Communities of Democracies, ICNRD, Reinventing Government)<br>• Five pilots apply the governance indicators framework.<br>• CSO partnerships in democratic governance codification; policy formulation on crisis and governance.<br>• Innovations and policy development tools on PAR.<br>• About 325 projects and initiatives in democratic governance, good governance, access to justice, SSR, UNCAC, access to information, and e-governance implemented at country level in coordination with regional bureaux and country offices.<br>• 1 000 members in Huritalk (25% no UNDP).<br>• Transformation of Urban Management Programme into Urban Millennium Partnership.<br>• Operations in 200 cities (baseline 120)<br>• Localization of MDGs in 30 cities.<br>• Support to the Oslo Governance Centre. | BCPR, UNDESA, NDI, Government, ABA, CMI, European Union<br><br>IIDEA, IFES, IFE UNDESA, UNDPA, EAD, Elections Canada<br><br>IPU, NDI, CPA, SADC, SUNY, Arab IPU<br><br>Academia<br>LAC institutions and local governments. UNOHCHR – All United Nations agencies.<br><br>Microsoft,<br>ART. 19<br><br>United Nations- Habitat, DFID, SIDA, SDS, 30 Anchor Institution<br><br>Transparency International, UNOCDP, BMZ Trust Fund | | |
| | | | TOTAL | 9.249 million | 52.6 million |

## Results and resources framework, 2005-2007 – Energy and environment

| Outcome | Output | Output targets | Partners | Indicative resources (United States dollars) | |
|---|---|---|---|---|---|
| | | | | Global programme | Other |
| Improved national priority setting, capacities and processes to effectively negotiate in global fora, integrate environmental considerations into national development and investment plans, as well as to monitor and report on environmental sustainability with reference to:<br><br>Scaled-up strategic global partnerships emphasizing developing countries' perspectives in global debates to leverage significant resources;<br><br>Mainstreamed/integrated MEAs into national development and planning frameworks to: manage natural resources, enhance local economic development and drought preparedness, reduce land degradation – contributing to improved livelihoods; Strategic Environmental Assessment (SEA); poverty-environment priorities in support of MDGs 1 and 7;<br><br>Access to safe water and sanitation for poor people and effective water governance;<br><br>Strategies to phase out ODS and persistent organic pollutants (POPs).<br><br>Assistance to private enterprises in maintaining their economic competitiveness through provision of best available alternative technologies.<br><br>Baselines – Developing country perspectives inadequately reflected in global energy, biodiversity and other such environmental policy debates and processes; insufficient national ownership of: environmental priority setting, integrating poverty-environment concerns, IWRM, water governance, energy, follow up to WSSD land degradation, climate change biodiversity, ODS and POPs | – Guidance notes, cutting-edge global analysis, programming tools, lessons learned from UNDP, best practices and other tools on SEAs, water and development, IWRM for national planning, water and governance energy and development, World Water Development Report (WWDR), innovative market-based instruments to generate payment for ecosystem services; ODS/POPs codified and documented as knowledge products.<br><br>– Country specific MDG 7 indicators and targets developed and built into national planning and statistics systems for monitoring progress.<br>– Outreach and communication products and completed activities for increased awareness.<br>– Environment capacity development networks operational at country, regional and global levels and best practices shared.<br>–Support the WSSD Type II Partnership for Principle 10 (PP10), Global Village Partnerships and LPG Challenge expanded to cover all regions; and external partnerships on climate change and CDM expanded.<br>– Water Governance Facility, SADC Land Reform Technical Facility operational and providing advisory/technical services.<br>– Projects supported in connection with country office (CWI); BCPR; climate change; local community and indigenous peoples; the C ' P and other private sector organizations.<br>– Drylands issues integrated in national programmes in Drylands Development Programme (IDDP) countries provided by the Drylands Development Centre (DDC).<br>– UNDP policy and positions: on drought, water and the MDGs, energy and the MDGs, Strategic Approach to International Chemicals Management (SAICM) presented. | – Policy support, analytical and advisory services provided to clients through country offices and regional bureaux (160);<br>200 projects assessed at least<br>15 new country programmes supported across Africa, Asia and Latin America (Baseline: five countries).<br>– Assisted 40 countries to integrate specific MDG 7 targets within the national planning and statistics systems; three engagement events for 2005 MDG review; Millennium Ecosystem Assessment reports distributed and utilized in five MDG country reports.<br>– 30 knowledge products, three books and World Resources Report 2005-2006 published; one advocacy event at each CSD.<br>– Poverty-Environment Programme Development Facility set up with funding.<br>– Regional Poverty-Environment Networks in Africa, Asia and Latin America (Baseline: 0); two other global networks (Water-Net and CWI-Net) active; Expand PP10 to 20 more countries (Baseline: in seven countries); 10 new Cap-Net (regional) partnerships established; Footprint Neural Programme established; the 19IS programmes on SAICM maintained.<br>– Equator Prize Award Ceremony. | Sida European Union, Dutch, Sida, Norad, UNESCO/IHE, GEF, United States, DFID, ESMAP, WBCSD, France, Germany, Finland, Belgium, Danida, Italy, UNF, WBCSD, WLPGA, GAP, Belu, SIWI, SwissRe, Biodiversity Secretariat, co-funding and shares their institutional knowledge where possible.<br><br>UNDP provides co-funding, produces guidance documents and tools.<br><br>National governments, regional bureaux/centres, country offices, Canada, Germany, TNC, IUCN, Conservation International, CBD, CDG, for community level capacity building.<br><br>Inter-agency Poverty-Environment Partnership (PEP) and other BDP practices (poverty and governance).<br><br>UNESCO, UNDESA, UNIDO, UNDP country offices, UNCCD Secretariat, World Energy Council, Global Network on Energy for Sustainable Development advocacy events.<br><br>IIED, Harvard, WRI, TNC, Conservation International,<br>CFA, IDRC, TVE University of Manitoba, are partners for production of books, outreach material and knowledge products.<br><br>MLF, United Nations Environment Programme (UNEP), United Nations Institute for Training and Research (UNITAR), World Health Organization (WHO) as co-implementing partners of ODS and POPs phase out per the Montreal Protocol and the POPs Convention.<br>SAICMIA | | |
| | | | TOTAL | 8.816 million | 85.5 million |

## Results and resources framework, 2005-2007 – HIV/AIDS

| Outcomes | Outputs | Output Targets | Partners | Indicative resources (United States dollars) | |
|---|---|---|---|---|---|
| | | | | Global programme | Other |
| Enabling policy and resource environment created for achieving the MDG and UNGASS goals of halting and beginning to reverse the spread of HIV/AIDS through: (a) greater understanding of issues critical to arrest the spread of HIV/AIDS and promotion of the interests, well being and rights of those who are affected and people living with HIV/AIDS (PLWHA); (b) generating national and community responses that address the institutional bottlenecks and underlying causes that fuel the epidemic; (c) developing national capacity and multi-stakeholder partnerships for planning and implementing HIV/AIDS responses at scale.<br><br>*Outcome indicators*: National HIV/AIDS responses supported in 50 countries for accelerated and scaled-up implementation; HIV/AIDS integrated into national policies, plans and frameworks. | • National HIV/AIDS strategic plans integrated into key sector Ministries, including planning, finance, information, and judiciary and law; and HIV/AIDS mainstreamed into development planning instruments including national development plans and budgets, PRSPs, medium-term expenditure frameworks and highly indebted poor country (HIPC) initiatives.<br>• Methodologies that enable national stakeholders and communities to respond at scale to the epidemic; effective national, sub-national, decentralized and community processes and entities empowered to respond to HIV/AIDS.<br>• Breakthrough initiatives that achieve results in reversing HIV/AIDS generated, codified and made accessible widely.<br>• Advocacy, policy dialogue and communications strategies and events that position HIV/AIDS as a development issue; break the silence; promote deeper understanding of the epidemic and address underlying causes, including vulnerability, stigma and discrimination and gender inequality; access to medicines and protection and promotion of the rights of PLWHA, women and vulnerable groups.<br>• Tools, guidelines and other aids for effective policy and legislative changes/reforms made accessible to key actors for action.<br>• Address community concerns and bring the voice of the community into the public domain.<br>• Sustainable capacities including partnerships of national organizations and officials developed to access GFATM resources, and to implement, track and monitor more effective national HIV/AIDS responses. | ▪ Multi-stakeholder leadership development programmes and community capacity enhancement initiatives implemented in 25 countries.<br>▪ Countries reporting on HIV/AIDS in MDG reports and NHDRs increased.<br>▪ Knowledge products on: development planning, trade, advocacy and communications best practices; new breakthrough initiatives undertaken to achieve results in addressing HIV/AIDS; women's property and inheritance rights.<br>▪ Number of high-prevalence countries addressing depletion of human resources increased.<br>▪ Number of initiatives for increased access to care and treatment for women and girls increased.<br>▪ Capacities in countries strengthened to develop public health sensitive intellectual property legislation.<br>▪ Number of events, with UNDP playing lead role, held for multi-stakeholders to promote national policy dialogue to achieve UNGASS goals and to create an enabling environment.<br>▪ UNDP convening role within the UNAIDS family, with United Nations partners and bilaterals: five development planning consultations; Pilot interagency planning exercise in five countries.<br>▪ Increased visibility and importance of HIV/AIDS in the MDG campaign, that address stigma/discrimination and promote women's equality. | *United Nations*: UNAIDS, UNV, WHO<br><br>*National*: Governments, sector ministries, national AIDS councils, private sector, CSOs and organizations of PLWHA<br><br>*United Nations*: UNAIDS and all cosponsors<br><br>*Global:* GFATM<br><br>*CSOs:* Third World Network, Medicins sans frontières, Health Action International, Treatment Action Campaign and Consumer Project on Technology<br><br>*United Nations*: UNAIDS and all cosponsors<br><br>*Global:* GFATM<br><br>*Global:* GFATM | | |
| | | | TOTAL | 4.985 million | 10 million |
| | | | GRAND TOTAL (ALL GOALS) | 31.564 million | 189.26 million |